

October 1, 1993

PERSONAL & CONFIDENTIAL

Mr. F. L. Maney

Re: **DIVISION REVIEW**

Dear Lee:

Thank you for the time I spent in the Brooklyn Division on September 28/29. I was very pleased with the condition of the chain store merchandising. I would like you to continue giving good follow up training to your chain reps. regarding policy and procedures with this important segment.

Obviously, I was not as pleased with retail independents. The areas A/A'd by Alex, you and me, were dominated by Philip Morris POS. The placement of RJR temporary displays was minimal, and stock levels of Winston Select, Camel Special Lts. and Monarch were sub-standard.

The action plan to blitz these areas with the help of Queens and Manhattan the week of October 11 is a viable one. Afterwards, those areas that were worked should be assigned to your full time sales reps to maintain/enhance.

In addition to "cleaning up" the street, you have also agreed to the following:

- Management will work with S/Rs 8:00 - 5:00 and strive for the Brooklyn standard of 8 calls per day. Management has gotten into a habit of having the rep call the office after finishing at the jobber and meeting in field. Suggest you give Rep more notice (2 - 3 days) and begin work at 8:00 A.M. in the first call.

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- Management will conduct more A/A's and credit Reps with good follow through as well as the need to follow up on opportunities observed.
- Division Manager will reiterate the division's standards regarding call count, coverage, etc. and restate policy and procedures regarding H/H communication, sick/personal days off.
- Division Manager will be responsible to call on Direct Accounts to insure correct stock levels and distribution, as well as follow through on DAP/VAP and Winners Programs.
- Please forward to me the correct status of Winston Select, Camel Special Lts and Monarch in all your Military Accounts.
- Reduce the use of H/H messages to those that are non-essential and require no explanation.

Lee, thank you once again for your time and I am looking forward to visiting your division again, possibly the first week of November.

Sincerely,

P. E. Schmidt
PES/rm

a:1426revu.pes

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